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ARMENIA'S SOCIAL SECTOR: AN ANALYSIS OF ARMENIA'S NONPROFITS

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ARMENIA'S SOCIAL SECTOR: AN ANALYSIS OF ARMENIA'S NONPROFITS

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PIM 73

A Capstone Paper submitted in partial fulfillment of the requirements for a Masters of Arts in Intercultural Service, Leadership and Management at SIT Graduate Institute in Brattleboro, Vermont, USA.

May 22, 2017

Advisor: Karen Blanchard

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Student signature: Paige Winn

Date: April 19, 2016

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Sincerely,

Paige Wierikko

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Abstract

The purpose of this study was to explore and analyze the common traits and operational methods of Nonprofits in regions located outside of Armenia's capital, Yerevan. A comprehensive organizational analysis using The Six Practices Framework by Crutchfield and Grant (2012), along with additional frameworks and theories were utilized to assess Kapan Women's Resource Center Nonprofit Organization (KWRC NGO). From the analysis, a strategic plan was developed as well as the projected impact implementation of the plan would have on KWRC NGO, their partners, and their community. Nine other organizations were surveyed to gain a better understanding of prevailing operations and obstacles NGOs in the regions face.

NGOs in the regions are often isolated and lack any form of sustainability due to scarce resources and lower populations. A polarization exists amongst NGOs that deters collaboration and leads to the duplication of efforts. This inductive study uses a holistic approach to connect the Six Practices Framework to methods employed by the 10 NGOs in this study to see if it is a realistic framework that Armenian NGOs could utilize. The qualitative research methods utilized in this study are, one-on-one interviewing, visual analysis, and field research. The data analysis revealed numerous internal and external challenges as well as tactics used to address those challenges. The findings suggest inconsistencies between the self-reporting of the organization and the data collected. Recommendations for stronger NGOs in Armenia include, real collaborations, specific/well defined mission statements, community-based initiatives, and implementing Specific, Measurable, Achievable, Realistic, and Timely (SMART) organizational goals.

Introduction

The objective of this research is to determine if common practices of NGOs situated outside of Armenia's capital are effective in achieving social change and sustainability. Furthermore, are these NGOs guided by their mission statement and do they serve their designated beneficiaries? Effectiveness, at this point, was determined on how many of the Six Practices Framework by Crutchfield and Grant (2012) these NGOs implemented (if any). The research addresses the following questions:

- What are the common operational practices amongst Armenian NGOs and which methods better aid in their success while supporting their beneficiaries?
- What are the common Armenian NGOs shortcomings and how can they overcome?
- Are the six practices highlighted in *Forces for Good* still relevant in Armenia, a dramatically different economic, social, and political climate than the US?

Background

I came to Armenia as a Community and Youth Development (CYD) Specialist Volunteer with the Peace Corps. As a CYD specialist, we are assigned to a specific nonprofit (occasionally dual placement) to work for two years. Prior to site placement, each volunteer underwent specific training in their designated field as well as language training. I was originally assigned Initiative and Advancement Community Development (IACD) NGO located on the border of Armenia and Iran. It was there when I first bared witness to the lack of resources and support from the government and community the NGO had, topped with an abundance of inefficiencies that were prevalent throughout every facet of the organization. The organization was in the midst of establishing itself as a legitimate NGO. It was my counterpart who walked me through the steps an individual went through to establish their own NGO legally. I was moved to Kapan Women's

Resource Center after IACD's founder/assistant director took a job in Yerevan. It was startling that an NGO and a Peace Corps site placement could crumble over the absence of one individual.

I was interested in exploring specific reasons why some NGOs in Armenia seemed to flourish, while others fell to the wayside. I wanted to be able to identify reoccurring obstacles that hinder the NGOs performance and ability to meet the needs of their target beneficiaries, as well as identify potential interventions that could assist NGOs in improving their overall operations. At SIT, I took Nonprofit, NGOs & Social Business (NNSBM). We used the Six Practices Framework (Cruthchfield and Grant, 2012) and theories found in Earthscan NGO Reader (Edwards and Fowler, 2002) to examine and assess social sector organizations. It was the information gained during this class that would help me synthesize main issues, findings, and trends in the Armenia's NGO sector.

Country Profile

Armenia is a landlocked country with Georgia to the north, Azerbaijan to the East, Iran to the South, and Turkey to the west. The country is divided into ten provinces, with the capital, Yerevan regarded separately. A population of just over three million, over 35% of Armenia's total population resides in Yerevan (Population Division, 2015). The Armenia that exists today cannot be fully understood without considering its devastating past. In 1915, leaders of the Turkish government set in motion a plan to systematically exterminate Armenians living in the Ottoman Empire. By the early 1920s, it's estimated that 1.5 million Armenians perished, with many more forcibly removed from the country. The Turkish government along with many other governments do not recognize the events that unfolded as a genocide, thus creating tension and absent diplomatic relations between Turkey and Armenia (Danielian, 2010).

Shortly after independence from the Soviet Union in 1991, Armenia quickly became involved in conflict with Azerbaijan over the Nagorno-Karabakh region. Peaceful settlement of the ongoing conflict was attempted in 1994 when a cease-fire agreement was signed. Both sides have failed to honor the agreement and numerous casualties have been reported on both sides (Minasyan, 2017). A landlocked state without good relations with its neighbors is not only isolating, but also difficult for the economy to flourish.

Like many other former Soviet states, Armenia is still on a rough path towards development and democracy. Currently Armenia operates as a semi-presidential system, but a recent and highly contested constitutional referendum passed that will change the current system to a parliamentary republic during the 2017-2018 electoral cycle. Armenia is experiencing a pivotal transition all the while battling an insidious government.

NGO Sector in Armenia

The nonprofit sector is also known as the “voluntary,” the “civil society,” the “third,” the “citizen” or the “independent” sector (Crutchfield, McLeod, 2012). In Armenia, NGOs are generally known as public organizations (hasarakakan kazmakerputyun) or “ՀԿ,” (pronounced “ha-ka”). All NGOs must register with the Ministry of Justice and are governed under “The Law of the Republic of Armenia on Public Organizations (LRAPO),” a 25-article law that outlines the legal regulations for NGOs established in Armenia. In addition to registering the NGO, an organization needs to prove that the NGO has more than two members by submitting copies of their passports. For a request to be considered, an official registration application is filled out, two copies of the charter are submitted, and a registration fee of 10,000 AMD (approximately 20 USD) is paid. Once registered with the Ministry of Justice, NGOs are also required to register with the Department for Revenue Collection and the State Social Fund to receive a tax code. The

tax code is used to establish a bank account for the NGO so that it can begin to operate as a legal entity (Ishkanian, 2008).

Up until January 2017, NGOs were not allowed to engage in entrepreneurial activities unless a separate commercial entity was established. This made renting property, providing paid services, compensating employees, and establishing financial sustainability near impossible without deception. Direct and passive income generating activities including fundraising, donations, acquired interest on bank accounts, etc., were considered entrepreneurial activities in accordance with Armenia's Civil Code and are taxed accordingly (Transparency International, 2011). In 2015, a bill was drafted that would improve upon the existing law pertaining to NGOs. The bill was presented to the National Assembly in October 2016, but members of parliament voiced numerous interpellations on the proposed bill, thus slowing the momentum of a promising legislative proposal to assist in NGO effectiveness ("RA National Assembly Ends Work of Four-day Sitzings," 2016). The NGO bill passed on January 16, 2017, five months after all data and surveys were collected for this research. Logistics and implications of the new bill are still being sorted. NGOs are rejoicing over the good news but are still interpreting what this means for NGOs going forward (Tigranian, 2017).

Calculating the actual number of NGOs in Armenia has proven to be an impossible task. Over 1,500 NGOs were registered in 1996 with the Armenian Ministry of Justice, and by 2014, over 3,900 NGOs were registered (<http://armstat.am>). However, a conflicting study orchestrated by USAID lists 326 NGOs that re-registered after the Armenia Civil Code was enacted in 1999 (USAID, 2001). The Asian Development Bank released a study in 2010 that reported 45 international NGOs and 5,700 local NGOs existed, however out of the total number of local NGOs registered, only 977 were continuously operational (ADB, 2010). The Professionals for

Civil Society NGO released a list of 954 NGOs in 2014 that sectioned the NGOs into field and location (see figure 1.1). The range of numbers is startling and largely disputed. Many NGOs that are operating are not registered, and the others that are registered are not always operating (Gharabegian, 2014). The numbers are misleading as is the definition of what “active” NGO means, because it’s all relative to the person and/or organization extrapolating.

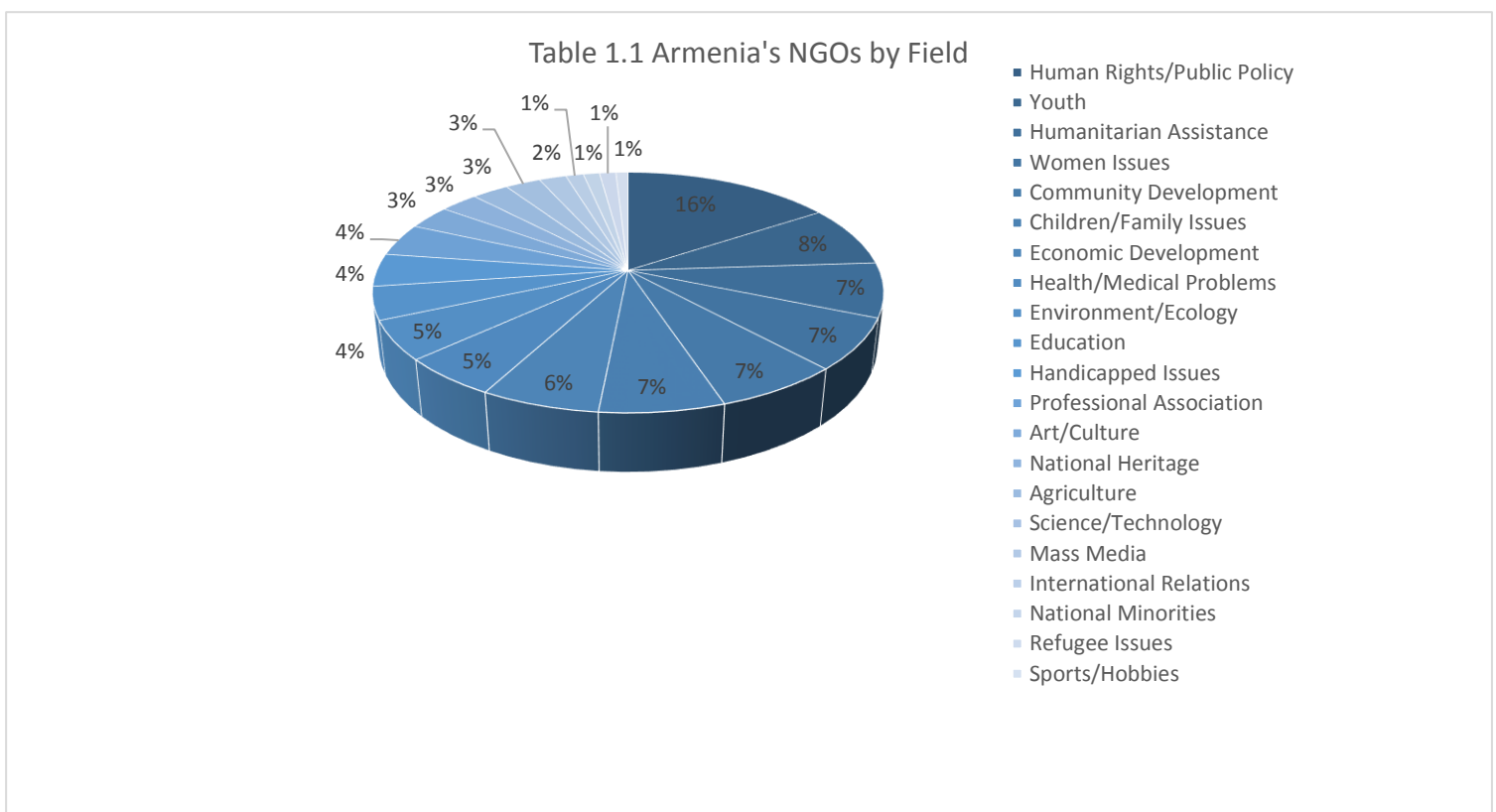


Figure 1: Armenia's NGOs by field. Adapted from The Professionals for Civil Society NGO.
<http://armenianweekly.com/2014/01/15/ngo-armenia/>

Course and Literature Grounding

Poul Anderson, an American science fiction author once said, “I have yet to see any problem, however complicated, which, when looked at in the right way, did not become still more complicated” (as cited in Meadows, 2008). The NGO sector in Armenia is vast and complex, birthed from destruction and tragedy. History, culture, religion, values, and assumptions are deeply imbedded in the hearts and minds of the Armenian people, impacting their growth socially, economically, and politically. By addressing not only Armenia’s past, but also their current advantages and limitations will help establish essential NGO practices and evaluate the significance of those practices. Relevant literature on the implications history has had on Armenia’s NGOs as well as frameworks will be reviewed below.

The Soviet Union with all its draw backs ultimately provided its citizens with employment, economic security, solid infrastructure, as well as universal healthcare and education. The collapse of the Soviet Union led the former republic to declare its independence in 1991 (Harutyunyan, 2013). There was a shift from communism to capitalism, a painful transition process from a centralized planned economy to the free market (Gasparyan, 2016). The war between Azerbaijan and Armenia over the Nagorno-Karabakh region created an economic blockade that slingshot both countries into economic crisis. Industrial life slowed and energy resources as well as state financing were cut drastically (Melikyan, 2004). Post-Soviet republics such as Armenia “lacked the experienced management and administrative personnel, skilled labor force, and institutional capacities needed to face the new economic challenges” (Ghedrovici, Ostapenko, 2013). These challenges paired with a crumbling infrastructure, corruption, strained economic conditions, and a dependence on Russian energy keeps obstructing

momentum and the foresight needed to become a more self-reliant nation with high functioning NGOs.

The earthquake in 1988 which claimed 25,000 lives and left more than 500,000 homeless resulted in a surge of NGOs in Armenia. Millions of dollars of aid money for relief efforts started to pour in, mainly from Western countries. Most of the relief efforts were loosely organized by local volunteers with little knowledge in NGO management. These local makeshift organizers soon formed organizations. It is estimated that aid-funded interventions are only sustainable 15 percent of the time (Cox and Healy 1998). The boost in assistance was helpful but also created a movement of dependence on foreign aid. Unfortunately, the aid that is provided today often is premised on the donor organizations' self-interest rather than on the needs of the receiving organization (Fowler, 2008).

NGOs around the world operate in multifaceted and uncertain environments and Armenia is no exception. It is the NGOs responsibility to find approaches that recognize and respond to ever-changing situations. In *Forces for Good, The Six Practices of High-Impact Nonprofits*, it gives a roadmap as to where an NGO should invest their resources and energy in becoming a successful and sustainable NGO. The Six Practices include; 1) advocate and serve 2) make markets work 3) inspire evangelists 4) Nurture nonprofit networks 5) Master the art of adaptation 6) Share leadership (Crutchfield, Grant, 2012).

Advocate and serve refers to working with governments and advocating for policy change all while still providing service (Crutchfield, Grant, 2012). This combination strategy creates greater impact by bridging the divide between service and advocacy. "To achieve large-scale change, government needs to be part of the solution" (Crutchfield, Grant p 71, 2012). The critique of the combination strategy is that conflict with staff, constituents, and local government

are likely to ensue, thus reducing the NGOs overall effectiveness (Edwards, p71,2008). Armenia has six parliamentary parties with the Republican Party of Armenia being the current party in office. Advocacy can aggravate local and state donors to the point of access to future funding being denied and the NGO is bullied until advocacy efforts have ceased. Armenian NGOs have found that influencing the Armenian government is not easy due to its corrupt political system and the existence of economic and political monopolies (Transparency International, 2011). According to Transparency International, over the last two years, 43% of Armenian's believe that the level of corruption in Armenia has increased. 68% feel the public officials and civil servants are corrupt and/or extremely corrupt. Another 32% of respondents in Armenia felt that NGOs were corrupt/extremely corrupt. The greatest concern should be that 63% of respondents disagreed that ordinary people could make a difference in the fight against corruption (2013).

The future of NGOs that solely rely on official aid looks very bleak. In order to "Make markets work," and NGO needs to utilize partnerships, leverage market forces, and create earned-income business ventures (Cruchfield, Grant, 2012). While lobbying of individuals, agencies, and other structures is a time-honored activity for NGOs in the North, Armenian NGOs tend to rely on grants and keep their focus on external funding. Armenians are working within a broken system where money is scarce, corruption abundant, and the overall economic situation looking bleak, ranking 82nd out of 140 economies in The Global Competitiveness Report 2016-2017. While it is possible for NGOs to succeed in influencing individual projects, bringing about fundamental changes in attitudes and ideology are much more complicated (Hulme, 2011). International donors regularly finance the same organizations over and over again while ignoring other smaller/regional NGOs. Armenian NGOs have been criticized for "chasing after grants" (Transparency International, 2011), but when local legislation isn't well developed, resources are

scarce, and dependence on external donors is so great, they are left with little choice. This perpetuating system that lacks a free market severely limits a NGOs ability to remain neutral and free of corruption. Additionally, current law prohibits entrepreneurial activities unless a business is established or separate paperwork is filled for the NGO to become a Foundation.

The third practice in the “Forces for Good” framework is to “Inspire Evangelists” (2011). The role of the NGO in this practice is to create meaningful and emotional experiences for the individual supporters and get them excited about the NGO’s mission and core values to become drivers for the NGO’s cause. Being able to mobilize individuals will magnify an NGO’s impact all while lowering operational costs. However, in developing countries, life pressures unquestionably limit the ability to commit to any type of volunteer work. Individuals are busy supporting themselves, struggling to earn a living, supporting their families, or just maintain a basic standard of living (Merrill, 2006). The data suggests that people living in a more economically developed country tend to volunteer more even though they themselves may not be well off (Musick, Wilson, 2008). Findings from the Caucasus Barometer indicate Armenia has yet to capitalize on utilizing volunteers to further their reach with 69 percent of the polled population reported that they hadn’t volunteered without compensation within a six-month period (Caucasus Barometer, 2013). What the barometer can’t measure is what volunteering means to the individual. Many Armenians will volunteer at nonprofits but not report it as such because they view it as a job that they go to every day with or without pay. This type of volunteering is called informal volunteering (Tadevosyan, Hakobyan, 2010).

Effectively utilizing volunteers is a skill that has yet to be developed in Armenia to help aid in NGO development. Volunteers, interns, and whole communities are underutilized because organizations don’t know how to encourage volunteerism and are not sure what to do with

volunteers once they attain them (Transparency International, 2011). Students and youth tend to be the demographic in Armenia that spends the most time volunteering because they understand that volunteering is an opportunity to build skills, obtain certificates for their portfolios, and fulfil educational requirements (Merrill, 2006). Individuals who volunteer "...are connected, inspired, and transformed in the process of working for a cause" (Crutchfield, Grant, 2011).

Building nonprofits networks while treating other groups as allies instead of competitors is the definition of "Nurture nonprofit networks" (Crutchfield, Grant, 2011). It is rare for Armenian NGOs to work together even with a shared mission. There is a belief that collaboration is a sign of weakness or an attempt at showing off. Instead of partnering, there is a jealousy that runs deep and a need to compete rather than pooling their efforts and resources together to make a greater impact on their communities. The other four tactics to encourage networking are to share knowledge, develop leadership, and to share the credit by working in coalitions (Crutchfield, McLeod Grant, 2012). A similar framework on applying networks to the NGO sector include "mission before organization," "partnerships based on trust, not control," "promote others rather than self," and "acknowledge weakness as readily as strengths" (Weiskillern, 2013).

The fifth practice of high-impact nonprofits is to "Master the art of adaptation" (2012). For an organization to be able to change with the environment and be as innovative as they are strategic is key to advancing the NGO and its impact. Armenian NGOs much like other established NGOs around the globe become stuck in old ways of approaching issues that no longer work or serve their constituents (Crutchfield, McLeod Grant, 2012). The Energy Foundation's (EF) framework reminds individuals to "never pretend to be the smartest in the

room,” but EF intentionally seeks out experts who will ask tough questions and critique EF’s strategies (Wei-Skillern, 2013).

The last practice is to “share leadership” (2012). To give power away and to empower are far more effective than hoarding it all (Crutchfield, McLeod Grant, 2012). It is common for a director in Armenia to speak about the NGO as “their NGO,” as if they own it. It is also common for NGO directors in Armenia to take the credit for what was a shared effort by all. Research has shown that a collaborative management model is more effective in an environment with complex social problems, e.g., Armenia (Crutchfield, McLeod Grant, 2012). Leadership works best when distributed throughout the organization, empowering others to lead. An NGO is governed by its vision, mission and strategy with the board of directors in place to assure accountability, performance, institutional development, and to be the voice of the community (Tandon, 2008). Rejesh Tandon outlines four types of boards, family boards, invisible boards, staff boards, and professional boards. Family boards operate with under affection and deep rooted trust. The downfall of a family board is it often lacks a competent governing mechanism and excludes outsiders. Invisible boards are what you find in Armenia most often. It is a board comprising of mostly friends and family, typically assembled by the founder for the sole purpose of meeting statutory requirements on paper. Much of the work is carried out by the founder with little to no help from the board. This allows the founder the freedom to pursue his or her own vision and push their agenda. These boards lack a clear separation between governance and management, thus lacking any credibility and internal accountability. A staff board is made up of members who have decided to become part of the board and share the same vision as the NGO. The problems with staff boards are that they commonly are unable to provide fresh and objective perspectives. Lastly is the professional board which is typically comprised of like-minded people

who work in a related field. The draw back of a professional board would be the difficulty it has in sustaining a shared vision (Tandon, 2008).

Inquiry Methods

A combination of primary inquiry methods were utilized in understanding common traits and operational methods of Nonprofits in regions. I focused on organizations that already were assigned a Peace Corps Volunteer (PCV). My position as a PCV and alliances with other PCVs allowed me to access many NGOs to ask difficult questions to seek common themes. I sent out emails to each PCV working at an NGO to inquire about potentially interviewing their assigned organization. Once the PCV and organization gave confirmation, I sent them my proposal along with the Informed Consent Forms and NGO Surveys. The organization and I arranged a convenient time for my visit to conduct the survey. Surveys were distributed in both English and Armenian. A translator was provided at nine of the ten NGOs that I surveyed.

The 25 question survey took approximately 2-4 hours to complete when adding the additional time for observations and discussion with PCVs. The participating NGOs listed below are grouped based on their main focus area. However, many of these NGOs extend their reach and encompass many focus areas such as advocacy, human rights, anti-corruption mitigation, social, health, and environmental issues.

Participating NGOs:

Women Focused

- 1) Kapan Women's Resource Center: Kapan
- 2) Meghri Women's Resource Center: Meghri
- 3) Agate Center for Women: Gyumri

Youth Focused

- 4) The Sevan Youth Club: Sevan

- 5) Children's Assistance Fund: Hrazdan
- 6) Youth Center of Jermuk (CNCO): Jermuk
- 7) Nor Luyce: Gyumri

Community Development Focused

- 8) Partnership and Teaching NGO: Goris
- 9) Syunik-Development NGO: Yeghegnadzor
- 10) Development Initiatives: Kapan



Figure 2: Map of participating NGOs in Armenia

Once the interview concluded, I and the organization's PCV went out in the community to conduct the community survey. These surveys individually took 1-15 minutes to complete with all 20 surveys taking 1-3 hours depending on population, time of day, and willingness to participate. All community member surveys were given orally in Armenian by myself and often with the assistance of another PCV or Host Country National (HCN). Responses were given in Armenian and translated back into English. All responses were recorded by myself.

The secondary methods used were NGO websites, policy handbooks, published literature distributed by the NGO, mission statements, and M&E reports. Most of these resources were

obtained the day of the scheduled NGO survey. Each organization provided me with different resources and not every NGO had all the secondary methods listed above.

Organizational Background

I was assigned Kapan Women's Resource Center (KWRC) to work with for 20 months. KWRC is in Syunik Marz, the southernmost region of Armenia. KWRC is part of The Syunik Women's Resource Centers Network. It identifies legally as a Public Organization and classifies itself as a participatory organization. The mission of the entire Syunik Women's Resource Centers Network "is to increase women's roles and competitiveness at the community, regional, national, and international levels through collaboration and political involvement as well as to increase the development of Women's Resource Centers." The NGO consists of one staff member, a Director who has been KWRC's director for six years. The NGO is guided by a board of directors that consist of seven members. KWRC has approximately 20 memberships, but currently the NGO does not secure membership dues. In 2015, the KWRC had a total of 100 beneficiaries with their main group of beneficiaries being individuals who are unemployed and students ages 15 and above.

The NGO receives nearly all its income from International Organizations (88 percent), OSCE and USAID, with .5 percent from private donations, membership fees, and income from entrepreneurial activities. Earned income is developed through the handicraft program. This program is common throughout most of the Women Resource Centers. The handicraft program encourages women to learn a craft such as silk painting, weaving, embroidery, and/or pottery and WRC's sell these items and a fraction of the proceeds go back to the women. The survey participant indicated that 10 percent of their budget comes from the business sector. KWRC carried out two funded projects and four unfunded projects in 2015. KWRC has organized

projects that pertain to youth issues, environmental issues, human rights, ecology, art and culture, women's rights/issues, public policy, health and medical issues, science and technology, international relations, sports and hobbies, community development, children and family issues, economic development, education, and tourism.

KWRC's local network consists of three NGOs located in Kapan as well as five other Women's Resource Centers located throughout the country. KWRC is a part of the WINNET Europe Network and has worked with Save the Children NGO, World Vision, and OSCE in Yerevan. KWRC has worked with local shops and businesses intermittently. KWRC finds that cooperation with other NGOs is useful because it's an opportunity to share resources and combine projects to receive more funding. The participant indicated that funders trust organizations more when NGOs team up to complete a project.

KWRC reports that they use Facebook, social and public discussions, Television, and reports to ensure transparency within their organization. The last organizational report that was published was in 2015 for OSCE and not published for public viewing. When asked about the organization's strengths and how they are achieved, it was reported that KWRC's greatest strength was working openly and democratically. The participant said this is achieved because KWRC works closely with OSCE and the organization was founded on a good foundation. It was said that anyone from the community can come and use the resources the NGO has available. The NGO started out as a center just for women, but has diversified its reach and now invites anyone to come and enjoy KWRC's resources. Lastly, the participant reported that the organization is extremely involved in the social life of the town. "Everyone knows us because of the (Women's Resource Center) network. Whatever happens, the public knows."

KWRC's most serious external challenges are the war in Azerbaijan over Nagorno-Karabakh, the current political situation, and lack of funding. When asked, what causes the political unrest, the response was that it was due to "democratic verses another party such as communism." The interviewee indicated lack of funding is due to the NGOs problem with writing large projects and lacks those skills. The most serious internal challenges were drawing people in, finding projects to employ people, and paying rent. It was said that because the organization doesn't have professional people (only volunteers), they lack leadership, skills, projects, funding, and leadership.

When the survey was issued to KWRC, they currently had zero projects in the works. It was indicated that if the organization could attract better members and volunteers that it would help overcome some of the challenges the organization currently faces. Next action steps were to apply for new grants and continue with boosting tourism and handicraft. The NGO currently functions without a code of conduct or organizational charter. When I asked the participant where they saw the organization in five years, the response was that the organization would be bigger with a fitness, business, handicraft, education and tourism center. The building would also need to be larger to accommodate a daycare and staffed psychologist.

Organizational Analysis

Advocate and Serve

During KWRC's survey, they reported that they advocate for legislation and/or policy changes and that they don't avoid politics, but rather embrace it. However, their reach to local and national governments is limited. KWRC does not monitor or publicize the activities of elected officials or state institutions and their current relationship with Kapan's Mayor is poor.

During the 20 months that I worked with KWRC, we never worked together on a project that involved the government in any capacity. They received zero percent of their funding via local and foreign governments. While KWRC does a fair job in direct service work, they lack in advocacy work. There are risks involved for any organization making a leap to advocacy, especially in small city such as Kapan. KWRC self-reported that they lack skills pertaining on how to secure funding, find meaningful projects, and figuring out the best ways to engage people. “An organization has to walk a tightrope of building the skills necessary to engage in advocacy, while continuing the provide services” (Crutchfield, McLeod, Grant, p62, 2012). Advocacy work is very difficult to quantify making advocacy a low priority for organizations such as KWRC, whom are very focused on its output and number of beneficiaries. My recommendations would be to build better relations with the local government and involve itself more in the current parties politics and policies that impact their target beneficiaries as well as NGOs as a whole.

Make Markets Work

There are a few ways in which and NGO can leverage markets; change business practices, partner with businesses, and run a business (Crutchfield, McLeod, Grant, p78, 2012). KWRC listed one of their strengths being that they are so involved with the community and everyone knows what happens. Using a small sample size of 20 community members, a little over half had heard of the organization while only 20 percent could name an activity of the KWRC. One person could give me the correct location of the NGO. KWRC works well with already established connections, but they don't know how to make the significant changes needed to engage other organizations or influence businesses. KWRC's biggest partners are OSCE and WINNET Armenia. The OSCE confirmed that they would drop funding at the end of 2016 and

WINNET Armenia main purpose is to help Women Resource Centers (WRC) develop new projects and keep a pulse on WRCs throughout the country.

KWRC had a handicrafts program that was inactive for the entirety of my two-year stint with them. The resources and materials were available, but KWRC lacked the workforce to keep making the goods. The organization reports that the handicraft program failed because women stopped showing up to make the items, however there are many more factors as to why the program never took off. The market is currently flooded with handicraft endeavors and what KWRC was producing was more of the same products. Efforts to sell the items were nonexistent. My recommendations would be to forego the handicraft program and find a different earned income strategy that is needed and would benefit community members.

Inspire Evangelists

KWRC self-reported that they had a volunteer recruitment and management process in place. If there was one, I was never showed and it was never implemented during my 20 month stay with them. Volunteering at KWRC was very inconsistent and volunteers seemed to lack the motivation and heart that would keep them showing up day-to-day. My first counterpart left the organization within weeks of my arrival only to start her own NGO down the road. My second counterpart felt underutilized and took a job elsewhere towards the end of my service. KWRC's mission to help women increase their roles and competitiveness at the community, regional, national and international levels is a noble undertaking but is often put on the back burner to hunt for grants that will keep the KWRC operational. Creating meaningful experiences for volunteers is a difficult task that takes time and energy. The KWRC relies heavily on the director and not much of the effort is shared, creating a gross imbalance of responsibilities. It would be in

KWRC's best interest to focus more closely on their immediate volunteers. Build them up, support their ideas, and encourage them to spread their passion for the organization to the greater community.

Nurture nonprofit networks

There is more to networking than attending conferences and seminars. KWRC joins up with the WRC network approximately three times a year to deliver on the organization's progress and shortcomings. Networking is all about sharing knowledge, resources, and aid all while empowering other individuals and organizations. KWRC reports that they partake in these activities, but it is evident that the entire WRC network needs work in this area. There is a greater sense of rivalry rather than partnership. While trying to engage community members and develop sustainable projects during the strategic planning process, it was challenging for KWRC to agree upon an organization and/or business that could partner with them. Sharing the credit would also mean sharing the funding which KWRC is hesitant about. "Great nonprofits collaborate rather than compete with their social sector peers" (Crutchfield, McLeod, Grant, p148, 2012). Once KWRC can let go of whatever stigma they think is attached from reaching out to help and be helped, they will be able to make better connections and boost their capacity.

Master the art of adaptation

KWRC used to receive consistent funding through OSCE and USAID. In 2012, KWRC paid six staff members and worked on multiple projects with this funding. Currently there are no longer any paid positions and the only reliable volunteer is the director. Typically, an adjustment ensues when an organization evaluates its programs and decides to alter its course of action because it sees that the needs have changed (Crutchfield, McLeod, Grant, p153, 2012). KWRC

new this funding would run out, but failed to secure new organizational backing as well as diverse sources of income.

Figure 3 showcases the four steps of the cycle of adaptation. It begins with an NGO listening to its environment and understanding the community's necessities. The cycle moves to experiment and innovate, a process that designs new programs, encourages recruitment of diverse staff, and looks at the issue from multiple perspectives. KWRC is applauded for its creative programing to combat community issues, but often misses critical information that allows the NGO to see the entire picture. KWRC often lacks oversight on the next part of the cycle, evaluate and learn what works. With only one person leading the organization, it becomes difficult to engage external consultants, make use of the knowledge, and disperse the information. The beginning and the end of the cycle is to modify programs. While with KWRC, I observed that it was more common to let a program gradually fade out rather than go through the cycle to figure out room for improvement. The recommendation for mastering the art of adaptation is essentially to utilize other organizations and not be afraid to scrap something when it's not working.

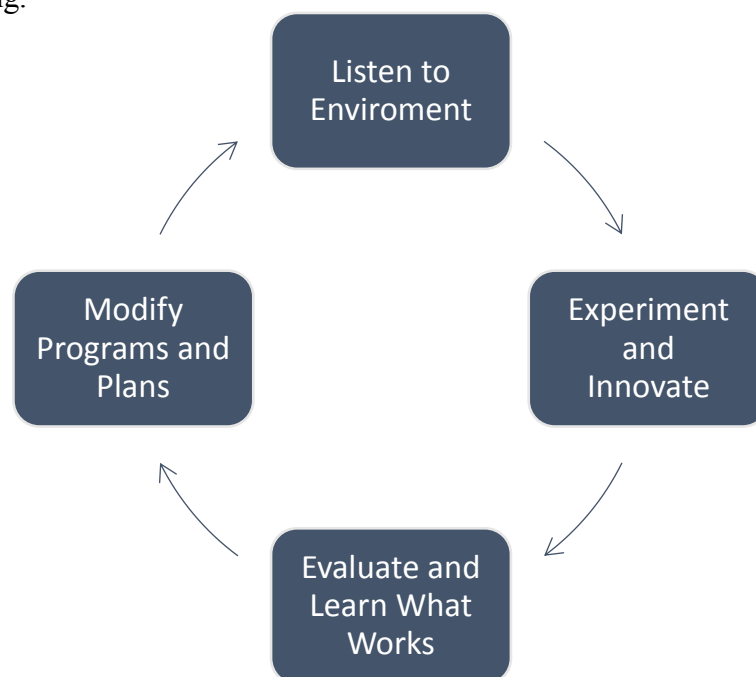


Figure 3: Cycle of Adaptation. Adapted from Forces for Good The Six Practices of High-Impact Nonprofits 2012. p. 164.

Share leadership

Edwin Feuler, president of The Heritage Foundation is quoted saying, “the objective has always been to build an institution that will outlive me” (Crutchfield, McLeod, Grant, p176, 2012). Many great NGOs owe their success to collective leadership rather than to just one individual. To achieve sustainability, leaders must give power away rather than hoarding it all for themselves. Armenia is a post-Soviet country where the leaders were praised rather than the leadership. It is common for directors and/or founders of NGOs in Armenia to outwardly display ownership of an NGO. KWRC has a very strong director with many years of experience in the NGO sector. What KWRC doesn’t have is a strong second-in-command, executive team, or an efficient board of directors. The table below indicates which practices the organizations demonstrated.

NGO Survey Results

Organization	Advocate & Serve	Make Markets Work	Inspire Evangelists	Nurture Nonprofit Networks	Master Art of Adaptation	Share Leadership
KWRC						
MWRC						
Agate	✓	✓	✓		✓	
Sevan Youth Club						
Children’s Assistance Fund	✓	✓		✓	✓	
Youth Center of Jermuk						
Nor Luyce	✓		✓		✓	
Partnership and Teaching		✓				
Syunik-Development	✓		✓	✓	✓	✓
Development Initiatives						

Figure 4: Six Practices of High-Impact Nonprofit Survey Results

SWOT Analysis

<p><i>Strengths</i></p> <ul style="list-style-type: none"> • Active board of directors • Involved members • Invested volunteers • Numerous friends of the NGO • Resource center with ample work and office space • Regular English classes • Computer Lab to conduct computer classes • Cooperation with local government and satisfactory relationship with Kapan Mayor • Collaborative in generating new ideas • Educated board and volunteers • Family support • Talented and trained women for the Handicraft program • Members of the WINNET Armenia Europe Network • Frequent participation in trainings to better skills • Have a pulse on women's issues in the area 	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Funding • Few grants available with many stipulations regarding fund distribution • OSCE funding runs out in 2016 • Little information on grants and how to secure them • Grant writing skills • Lack of fluent English speakers • Accreditation • Defining market – nowhere to sell Handicraft • Action plan • Diverse board of directors • Leadership • Office operations • Lack of skilled staff
<p><i>Opportunities</i></p> <ul style="list-style-type: none"> • Team work • Office manager—coordinator—PR • Available tools – loom, clay, silk, yarn, etc. • Work partners and friends • Sell online – find niche and explore other markets • Update website, social media presence, Wikipedia • Trainers of English—potential project proposal • Business partner to help expand KWRC • Reach women who work in different spheres—Mayor's office, tour center, lawyers, etc. 	<p><i>Threats</i></p> <ul style="list-style-type: none"> • Dissolved OSCE funding • Large office (difficult to heat in the winter) • Lack of work available in the area • Dwindling population • NGO/organizations that fail • Kapan Mayor's office • Affording rent • Factory • Women's health • Lack of tourism in the area • Access to quality health care • Young people leaving for opportunities in Yerevan • Schooling/ lack of opportunities for young people

Table 5: SWOT Analysis for Kapan Women's Resource Center

Recommendations and Conclusion

Containing chaos is not an easy practice, but Armenians have been at it for hundreds of years. The genocide, soviet occupation, earthquake, post-soviet collapse, and the ongoing Azerbaijan/Armenia conflict have all added to Armenians suffering and stunted economic growth. Yet, somehow they manage to survive and bring about slow change in a miserable economy. However, a NGOs survival is simply not enough. What is needed the most right now is to create an environment where assistance is no longer needed and a NGO can build their own capacity to provide for its beneficiaries (Punnett, 2012). This means real collaborations and not the smoke and mirrors kind. Instead of NGOs creating an illusion of a cohesive NGO with community support, it need to be build. Sustainability and resiliency are not achieved through trickery, but by developing strong stakeholder relationships as well as diversifying income and access to new funds (Crutchfield, McLeod Grant, 2012). More time needs to be spent on diversifying funding, with less time spend on searching and applying for illusive grants.

One of the main answers when asking the question “where do you see your organization in five years,” the response all leaned toward a larger facility with more programs. The overall objective is to build support for the cause, not build a larger NGO. Organizations need to keep their goals specific, measurable, achievable, realistic, and timely (SMART). Rather than running with an idea that one individual has, implement community-based initiatives that has community buy-in.

Many organizations that I visited were operating without a clear mission statement. When the survey asked to summarize the organization’s mission statement, many rushed to the nearest brochure or computer to look it up. This indicates to me that daily operations are conducted

without consideration of their mission. The mission is there to guide the organization and to hold the organization accountable.

With the abundance of NGOs scattered around Armenia, it is my option that rather than establishing another brand-new NGO, the solution is to combine forces and decrease the number of NGOs in Armenia. Merging NGOs seems like a wild idea, but not as wild as having multiple NGOs in a very small area doing the exact same thing and competing over the exact same resources.

Harmonizing Armenia's foreign policy and getting NGOs to collaborate efforts to diversify Armenia's trade and investment options are some of the best opportunities at combating the current economic crisis. Repairing relationships with both Turkey and Azerbaijan are tall orders, but also options to strengthen Armenia's economy. Currently Russia's strong hold over Armenia severely limits its capability to independently work towards a structure that is healthy and beneficial for Armenia. If NGOs attention and resources could be spent on repairing ties with bordering countries as well as addressing the oligarchic governmental structure, Armenia could prosper.

Lastly, support from local and state government would need to be mandatory for NGOs to be successful, especially in the regions. A percentage of tax money could be allocated to more NGOs in the regions rather than the focus being on NGOs in Yerevan. If Armenia made the process of registering a NGO more competitive (not more difficult), and the guidelines for operation more precise, NGOs would be easier to oversee and more visible to potential funders. With more concrete requirements of a NGO, there would be less duplication of work and more partnerships leading to stronger projects. Part of those requirements could state that biannual

personal and professional development were mandatory and a NGOs money flow must be published.

Conclusion

There is a definite pattern as to how NGOs in the regions function, and the pattern doesn't typically coincide with the *six practices* outlined in "Forces for Good." The ten NGOs that I observed occasionally displayed traits of the six practices, but none of them encompassed all of them fully. The cycle is of one that is stagnant until funding becomes available. The research shows that the most common internal challenges of NGOs include: lack of resources (human, equipment, funding, and facilities), undefined role expectations, high personal input, and the ability to retain quality workers and volunteers. The most common external challenges include: access to funding, the current political situation, location from capital, and community bias towards organization and/or cause.

While it is evident that all the NGOs surveyed influenced their communities in positive ways, there is little evidence to show that these practices will be sustainable over time without significant changes to how the NGO operates. All ten NGOs that were surveyed reported that they reach out to local and national governments, communicate and share their mission, vision, and values, have an awareness of other NGOs activities and ongoing projects, share leadership within the NGO, and build partnerships and networks with other NGOs. As the survey went on, as did the number of inconsistencies found between what was self-reported by the organization and then what was later disclosed.

It is determined that the *six practices* highlighted in "Forces for Good" are still relevant in Armenia and would significantly aid in their success if followed. However, for any of these

practices to come into fruition, a better foundation of trust must be established. NGOs need to work closely with other NGOs and community members to prove their loyalty to the people. This means making greater efforts towards ensuring transparency and working cohesively to achieve social change and sustainability.

Table 6 NGO Survey Results

Organization's Field

Answer Choices	Responses
education	100.00% 10
community development	100.00% 10
youth issues	90.00% 9
human rights	80.00% 8
art & culture	80.00% 8
people with disabilities	80.00% 8
women's rights/issues	80.00% 8
environmental	80.00% 8
health & medical issues	70.00% 7
children & family issues	70.00% 7
humanitarian assistance	70.00% 7
public policy	60.00% 6
sports & hobbies	50.00% 5
ecology	40.00% 4
mass media	40.00% 4
science & technology	40.00% 4
economic development	20.00% 2
international relations	20.00% 2
Other (please specify) Responses	20.00% 2
tourism 10/25/2016 4:00 PM View respondent's answers	
SCOs development 10/25/2016 3:55 PM View respondent's answers	
refugees	10.00% 1
agriculture	10.00% 1
national minorities	10.00% 1
Total Respondents: 10	

Table 7
NGO Survey Results

Methods utilized:

Answer Choices	Responses
Communicate and share your mission, vision, and values	100.00% 10
Awareness of other NGOs activities and ongoing projects	100.00% 10
Reach out to local and national governments	100.00% 10
Share leadership within NGO	100.00% 10
Build Partnerships and networks with other NGOs in Armenia and Globally	100.00% 10
Create meaningful experiences for volunteers and members	90.00% 9
Listen and receive critical feedback from community and board of directors to initiate change	90.00% 9
Provide aid, share knowledge and resources with other NGOs for free	90.00% 9
Build Partnerships with business in Armenia and Globally	80.00% 8
Research specific and current issues that pertain to your NGO	80.00% 8
Empower other NGOs	80.00% 8
Assess what works and what doesn't and share information across your network	70.00% 7
Adapt and modify business tactics to fit the needs of changing demands	70.00% 7
Educate community by means of press releases, publications, or other media	70.00% 7
Share credit and leadership with other NGOs	70.00% 7
Mobilize public for greater social change	70.00% 7
Conduct research in the form of periodical assessments about your NGOs focus area	70.00% 7
Develop earned income ventures	60.00% 6
Highly committed board members with wide range of skills, perspectives, and social networks	60.00% 6
Board of directors governs and influences NGO's activities	60.00% 6
Run numerous programs at one time	60.00% 6
Have a volunteer recruitment and management process in place	60.00% 6
Avoid politics	50.00% 5
Utilize and/or initiate grassroots movements or participatory democracy	50.00% 5
Advocate for legislation and/or policy changes	50.00% 5
Focus exclusively on your own organization	40.00% 4
Compete with other NGOs for money and resources	30.00% 3
Develop and promote codes of conduct for adoption as best practices by NGOs, government, business sector, media, and other industries	30.00% 3
Monitor and/or publicize the actions of other state institutions (i.e., police prosecutor's office, tax service, etc.)	20.00% 2
Monitor or publicize the activities of elected state officials (i.e., President, Parliament, local government, etc.)	20.00% 2
Maintain a hierarchy where CEO/director holds the most power	10.00% 1
Have a transition plan for new director hire	10.00% 1
Total Respondents: 10	

Table 8	NGO Survey Results
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Ensure Transparency:

Facebook/Social Media (7); Annual Reports (5); Organization's Website (4); Presentations/Meetings (4); Publications (3); Open door policy (2); Local News (1); Volunteers (1); Press Release (1); Phone calls (1); Emails (1); Audits (1).

Strengths:

Professional skills (3); Volunteers(3); Human Resources (2); Dedicated staff (2); Dedication/Passion (2); Sustainability (2); Executive Director (2); Office location (2); Staff Experience (2); Working openly and democratically (2); Utilizing resources; Facility; Communication skills; Reputation; Local fundraising; Work with International Organizations; Newly established; Adaptable to change; Direct contact with USAID; Diverse Board of Directors; Work as a team; Involved with village's social life; Network; Advocacy work; Team work; Distributing education.

Achieve Strengths:

Projects that interest volunteers; Community ties; Understanding needs; Communicate with networks (5); Partnerships (2); Connections; Respect; Extensive training; Competitive hiring; Internships (2); Ways to move up; Language resources; Ability to work with everyone; Good leadership; Successful project implementation; Building trust; Diversify funding (3); Good reporting; Good work; Politically engaged; Volunteers(3); Support from family; Personal and Professional skills; Communication; Commitment to uphold personal relationships; Create good working atmosphere; Trainings; Personal Input; Study/Research; Proactive; Developed Board of Directors; Collaboration with others; No competition; Work with other organizations; Started on good foundation; Open to everyone; Projects; Events; Workshops/Seminars (2); Engaged with public; 8 years of success and failures; Providing volunteers with meaningful work experiences; Media (2); Brainstorming cohesively; Share ideas; Flexible; Innovative; Structured phases to progress;

External Challenges:

Funding (4); Participant commitment; Community bias/opinion (2); Political Situation (3); Weather; Lack of research for children with disabilities; Current laws on NGO governance; Communities lack of trust towards NGOs; Financial support opportunities (2); Decrease in International funds; Location in relation to Armenia's capital (2); No support from local government; Low population; War; Misconceptions/stereotypes; Small office space; Lack of interest/apathy; Law enforcement; Stigma/prejudices; Volunteer retention; Finding new donors.

Internal Challenges:

Role expectations (2); Lack of resources (2); High personal input (2); Paying office rent; Revenue; Communication; Dirty room/atmosphere; Building accessibility; Volunteers; Lack of qualified workers; Not finishing reports on time; Different number of positions needed each year; A lot of work for little staff; Predictability of Organization; Lack of paid staff and employees; Network; Transparency; Lack of equipment; Difficult children; Poor management; Lack of programs; No funding; Skilled members leave; No office in Yerevan; Low membership fees; Community has outgrown organization; Organization has not kept up with the needs of the community; ability to bring people in; Finding/creating projects to employ people

External Causes

Current government (2); Lack of donors (2); Uneducated/uniformed public (2); Low trust in NGOs (2); Public misunderstanding (2); Nagorno-Karabakh War (2); Travel to South is expensive; Leave area for Capital; No jobs available; Lack of skills; Gossip; Inadequate facility; Lazy people; Women get married; Stigma; Large commitment for volunteers; Few beneficiaries; Non-NGO status; Cultural norms; Climate effects agriculture; Lack of international and local organizations; Lack of attention from international and local organizations; Lack of knowledge and advocacy; Slow developing country; Lack of accountability; Lack of community outreach; Current laws on NGOs; No membership fees; Economy; Corruption; Assumptions; Unfulfilled promises

Internal Causes

No money/funding (5); No time (2); Unexperienced/inconsistent volunteers (2); Poor documentation; Informal schedule; Lack of interest; Cannot meet grant deadlines; Few staff; Municipality management; Grant limitations; Resources; Soviet education; Lack of training; Inability to pay workers; Dedication/love for the job; Financial pressure; Lack of diverse funds; People prefer to live in the Capital; Members don't pay memberships; Lack of Leadership; Lack of professionals; Lack of skills; Lack of projects

Overcoming Challenges

Seminars/Trainings (3); Write new projects (3); Educate public (2); Find/diversify funding (2); Creation of more space (2); Staff/volunteer recruitment plan (2); Collaborate with local government (2); Organize events in community (2); Obtain NGO status; Share organization's message; Hire a trusting manager; Network for new funding; Develop strategic plan/annual plan; Collaboration with other organizations; Flexible; Collaborate with schools; Apply for new grants; Tourism projects; Handicraft projects; Advertise on TV/Facebook; Look at new initiatives to address lack of interest; Raise awareness; Public discussions; Negotiate with partners; Rally volunteers to end stigma; Strengthen mentoring program; Speak about issues; Train people on how to work with children

Cooperation with NGOs

Working together creates greater probability of funding (3); Better/stronger NGO (2); Share resources (2); Adds resources; Increased visibility/reach; Understand and change public perception; Learn things from other NGOs; Gain more experience; Gain insight; Develop new partnerships; Partner with well-established NGOs; Exchange ideas/experiences; Development and growth; Similar visions; All part of the solution; Partnerships equal greater trust amongst funders; Stronger Grant proposals; Better projects; Empowers organization; Find new/more donors; Generate new ideas; New/different trainings and opportunities; New knowledge shared

5 Years from now

Bigger facility (8); Internationally recognized/famous NGO (3); Larger staff with board of directors (3); New management/staff/director (2); More beneficiaries (2); More employees; Manage projects professionally; Continue everything that was started; Activities all over Armenia; Establish own funding; New projects; Trained teachers; Capacity building; Gained trust of donors; Share skills with community; Create recreational activities for youth; Recreational center built; Stable financial support; Strong development NGO; Big impact on NGO sector; Might die; Stronger network; Stronger as a whole; Create new connections; New organization in Lori Marz; Fitness center; Tourism center; Handicraft; Daycare;

Educational center; Diversify clubs; More youth activities; Job training; Handicap accessible; More Volunteers; More mentees that become mentors; Including men

Community Interview Survey Results for KWRC

	Demographics	Knowledge of NGO	Knowledge of Location	Knowledge of Operations
Community Member #1	Kapan/25-29/F/S/ NO children	No	No	No
Community Member #2	Kapan/25-29/F/M/ Children	Yes	No	No
Community Member #3	Kapan/25-39/F/M/ Children	No	No	No
Community Member #4	Kapan/45-49/F/M/ Children	Yes	No	No
Community Member #5	Kapan/30-34/F/M/ Children	Yes	No	No
Community Member #6	Kapan/30-34/F/M/ Children	Yes	No	Yes
Community Member #7	Kapan/50+/F/M/ Children	Yes	No	No
Community Member #8	Kapan/25-29/M/S/ No children	Yes	No	No
Community Member #9	Kapan/35-39/F/M/ Children	Yes	No	Yes
Community Member #10	Kapan/18-24/F/S/ No children	Yes	Yes	No
Community Member #11	Kapan/35-39/F/M/ Children	No	No	No
Community Member #12	Kapan/18-24/F/S/ No children	Yes	No	Yes
Community Member #13	Kapan/18-24/F/S/ No children	Yes	No	Yes
Community Member #14	Kapan/18-24/F/S/ No children	No	No	No
Community Member #15	Kapan/18-24/F/M/ No children	No	No	No
Community Member #16	Kapan/45-49/F/S/ Children	No	No	No
Community Member #17	Community Member #1Kapan/18-24/F/S/ No children	No	No	No
Community Member #18	Kapan/30-34/F/M/ Children	Yes	No	No
Community Member #19	Kapan/35-39/F/M/ Children	No	No	No
Community Member #20	Kapan/18-24/F/S/ No children	No	No	No
TOTAL:	19/F 1/M	11/20 55% yes	1/20 5% yes	4/20 20% yes

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Appendix A1-English

Informed Consent Form

The Impact Operational Methods have on NGO Performance

You are invited to join a research study to look at the impact operational methods and management approaches have on NGO performance and overall sustainability. Please take the time you need to discuss with your management team, Peace Corps Volunteer, board of directors, or anyone else you wish to consult.

This research will be guided by the methods found in *Forces for Good, The Six Practices of High-Impact Nonprofits*; Advocate and Serve, Make Markets Work, Inspire Evangelists, Nurture Nonprofit Networks, Master the Art of Adaption, and Share Leadership. These six practices were revealed to maximize social change and states that any organization can emulate these practices. This research is interested in finding out if NGOs situated outside of Yerevan practice any of these methods highlighted in *Forces for Good* and to what extent. Additionally, we would like to explore if there are better methods that NGOs use that are more culturally appropriate and effective in their communities.

WHAT IS INVOLVED IN THE STUDY

If you make the decision to participate in this study, your organization and researcher will decide on a meeting that will take place anytime during July 25 - August 31, 2016. You will be asked to complete a 25 question survey that will take approximately an hour to complete in-person. The survey will be given to your organization at least a week before the agreed upon meeting so your organization can prepare and ask clarifying questions ahead of time. After the survey is completed, the hard copy will be placed in an envelope along with this informed consent form. Results from all organizations will be kept and analyzed separately in Kapan. You will also receive a copy of this consent form to keep for your records.

The second part of this study is for the researcher to go out into the community and interview 20 random community members. Your organization will be notified of the results of these interviews, but will not be given the interview questions ahead of time to insure integrity of the research.

RISKS

This study may involve risks that we cannot predict.

BENEFITS TO TAKING PART IN THE STUDY

By participating in this research, you will help researchers identify the strengths and weaknesses of your individual NGO as well as identify reoccurring organizational behaviors of the social sector in Armenia. Your organization will be given an individual organizational analysis along with the general themes that emerged after analysis of the data. The information gathered will generate suggestions and recommendations to help strengthen and improve the functionality of your NGO. If you chose to release the name of the NGO you will be able to collaborate with other NGOs participating in this research and gain a deeper understanding of how other NGOs operate in different regions.

CONFIDENTIALITY

We will take the following steps to keep information about you confidential, and to protect it from unauthorized disclosure, tampering, or damage: All information with any identifying characteristics including but not limited to surveys, interview notes, and written observation notes, will be kept securely in Kapan at Paige Wierikko's home of residence. The only individuals with access to these identifying characteristics will be Paige Wierikko, researcher and Karen Blanchard, professor at School for International Training and academic advisor. Organizations names will not be used unless given permission. If your organization chooses to remain anonymous you will be assigned your region and number (e.g., Syunik 1). However, region, age of NGO, and practices will be noted and used in the analysis and presentation of findings. Below you will find 3 spaces for signatures, one for participation in the study, one for release of organization's name, and one for the NGOs Peace Corps volunteer.

YOUR RIGHTS AS A RESEARCH PARTICIPANT

The decision to join is completely voluntary and your NGO can opt out of the study at any time. Deciding not to participate or choosing to leave the study will not result in any penalty or loss of benefits to which you are entitled, and it will not harm your relationship with Peace Corps. The researchers may stop or remove your organization from the study at any time if they judge it is in the best interest of the organization. They also may remove you from the study for various other reasons. They can do this without your organizations consent, but will notify you promptly and given reasons for your organizations removal from the study. If withdrawal from the study happens whether it be initiated by the organization or researcher, all documentation the researcher collected from your organization will be returned.

CONTACTS FOR QUESTIONS OR PROBLEMS

Please contact Paige Wierikko at paige.wierikko@mail.sit.edu if you have questions about the study, any problems, or think that something unusual or unexpected is happening.

Contact Karen Blanchard, Associate Professor and Chair at Karen.blanchard@sit.edu if you have any questions or concerns about your rights as a research participant.

Contact Stepan Shoyan, Community and Youth Development Program Manager at SShoyan@peacecorps.gov if you have any questions or concerns about Peace Corps and/or Masters International's role in supporting Paige Wierikko's research.

Consent of Subject (or Legally Authorized Representative)

_____ Date: _____

Permission to use Organization's name and location

_____ Date: _____

Peace Corps Volunteer Signature

_____ Date: _____

Appendix A2-Armenian Informed Consent Form

ՏԵՂԵԿԱՏՈՒ ՀԱՄԱՁԱՅՆԱԳԻՐ

ԳՈՐԾՈՂ ՄԵԹՈԴՆԵՐԻ ԱԶԴԵՑՈՒԹՅՈՒՆԸ ՀԿ-Ի ԿԱՏԱՐՈՂԱԿԱՆՈՒԹՅԱՆ ՎՐԱ

Դուք հրավիրված եք մասնակցելու հետազոտական աշխատանքին՝ ականատես լինելով գործող մեթոդների և կառավարման մոտեցումների ազդեցությանը ՀԿ-ի կատարողականության և ընդհանուր կայունության վրա: Տրամադրեք բավարար ժամանակ՝ քննարկելու Ձեր կառավարման թիմի, ԽԿ-ի կամավորի, տնօրենների խորհրդի կամ մեկ այլ մարդու հետ, ում հետ կցանկանայիք:

Այս հետազոտությունը կուղղորդվի Forces for Good, The Six Practices of High-Impact Nonprofits, Advocate and Serve, Make Markets Work, Inspire Evangelists, Nurture Nonprofit Networks, Master the Art of Adaption, and Share Leadership կազմակերպությունների մեթոդներով: Այս վեց վարժանքները բացահայտվել էին՝ առավելագույնս մեծացնելու սոցիալական փոփոխությունը և վիճակը, որ ցանկացած կազմակերպություն կարող է ընդօրինակել: Այս հետազոտությունը հետաքրքրված է՝ պարզելու՝ արդյո՞ք Երևանից դուրս գտնվող ՀԿ-ները աշխատում են այս մեթոդներով՝ կարևորելով Forces for Good-ը և եթե այո՝ ինչ չափով: Բացի դրանից մենք կցանկանայինք ուսումնասիրել՝ արդյո՞ք կան ավելի լավ մեթոդներ, որոնք ՀԿ-ները օգտագործում են, և որոնք մշակութային առումով համապատասխան և արդյունավետ են համայնքներում:

Ի՞նչ է ընդգրկված ուսումնասիրության մեջ

Եթե Դուք որոշեք մասնակցել այս ուսումնասիրությանը, Ձեր կազմակերպությունը և հետազոտողը կընտրի հանդիպումը, որը կկայանա 2016թ.-ի հուլիսի 25-ից օգոստոսի 31-ը ընկած ժամանակահատվածում: Ձեզնից կպահանջվի լրացնել 25 հարցից բաղկացած հարցաշարը, որը ավարտելու համար կտրվի մոտավորապես մեկ ժամ: Հարցաշարը հանդիպումից գրեթե մեկ շաբաթ առաջ կտրվի Ձեր կազմակերպությանը, որպեսզի կազմակերպությունը կարողանա պատրաստվել և ժամանակից շուտ պարզեցնել հարցերը: Հարցումը ավարտելուց հետո տպածն օրինակը տեղեկատու համաձայնագրի հետ կդրվի ծրարի մեջ: Բոլոր կազմակերպությունների արդյունքները կպահպանվեն և առանձին կվերլուծվեն Կապանում: Դուք նաև կստանաք այդ համաձայնագրի օրինակը Ձեր հաշվետվությունների համար:

Այս ուսումնասիրության երկրորդ մասում հետազոտողը պետք է հարցազրույց վարի համայնքի քսան պատահական անցորդների հետ: Ձեր կազմակերպությունը կտեղեկացվի այս հարցազրույցների արդյունքների մասին, սակայն հարցազրույցի հարցերը նախօրոք չեն հատկացվի՝ ապահովելով անաչառությունը:

Ռիսկեր

Այս ուսումնասիրությունը հնարավոր է ընդգրկի ռիսկեր, որոնք չենք կարող կանխագուշակել:

Ուսումնասիրությանը մասնակցելու լավ կողմերը

Մասնակցելով այս հետազոտությանը՝ դուք կօգնեք հետազոտողներին ճանաչել Ձեր սեփական ՀԿ-ի ուժեղ և թույլ կողմերը, ինչպես նաև ճանաչել Հայաստանում սոցիալական սեկտորի կազմակերպական վարքագծերը: Ձեր կազմակերպությանը կտրվի անհատական կազմակերպական վերլուծություն՝ ընդհանուր թեմաներով, որոնք պարզված կլինեն տվյալների վերլուծությունից հետո: Հնուսակված տեղեկատվությունը կընդհանրացնի առաջարկությունները և խորհուրդները՝ օժանդակելով բարելավել և ուժեղացնել Ձեր ՀԿ-ի գործառնությունները: Եթե դուք ընտրեք հայտնի դարձնել ՀԿ-ի անունը, դուք կկարողանաք համագործակցել հետազոտությանը մասնակցող այլ ՀԿ-ների հետ և ձեռք բերել ավելի խորը պատկերացում, թե ինչպես են այլ ՀԿ-ները գերծում տարբեր շրջաններում:

Գաղտնիությունը

Կձեռնարկենք քայլեր, որպեսզի Ձեր մասին տեղեկատվությունը մնա գաղտնի՝ պահպանելով այն ոչ հեղինակային բացահայտումից, օգտագործումից կամ վնասից: Ցանկացած ճանաչողական տեղեկատվություն կապված հարցաշարի, հարցազրույցի նշումների, դիտորդական գրառումների հետ, գաղտնի կպահվի Կապանում՝ Փեյջ Վիերկոյի բնակավայրում: Միակ անձիք, ովքեր իրավասու կլինեն իրազեկվելու այս ճանաչողական տեղեկատվությանը, կլինեն Փեյջ Վիերկոն (հետազոտող) և Քարեն Բլանքարդը (միջազգային վերապատրաստման դպրոցի պրոֆեսոր և գիտական խորհրդատու): Կազմակերպությունների անունները առանց թույլտվության չեն օգտագործվի: Եթե Ձեր կազմակերպությունը նախընտրի մնալ անանուն, Ձեզ կնշանակեն Ձեր մարզը և թիվ (օրինակ՝ Սյունիք 1): Այնուամենայնիվ, մարզը, ՀԿ-ի տարիքը, պրակտիկական կնշվեն և կօգտագործվեն ձեռքբերումների, վերլուծության և ներկայացման ժամանակ: Ներքևում Դուք կգտնեք երեք տեղ ստորագրությունների համար. մեկը՝ հետազոտության մասնակցության, մյուսները՝ համապատասխանաբար կազմակերպության անունը հայտնի դարձնելու և ՀԿ-ի խաղաղության կորպուսի կամավորի համար:

Ձեր իրավունքները՝ որպես հետազոտող մասնակից

Մասնակցության Ձեր որոշումը միանգամայն կամավոր է և Ձեր ՀԿ-ն ցանկացած ժամանակ կարող է չմասնակցել կամ դադարեցնել մասնակցությունը: Չմասնակցելու կամ դադարեցնելու ցանկացած որոշում բացասական ազդեցություն չի ունենա

Խաղաղության կորպուսի հետ Ձեր հարաբերությունների վրա: Ձեր կազմակերպությունով հետաքրքրված չլինելու դեպքում(որը կարող է լինել տարբեր պատճառներով) հետազոտողները կարող են դադարեցնել կամ հանել Ձեր կազմակերպությունը հետազոտությունից: Նրանք դա կարող են անել առանց Ձեր կազմակերպության համաձայնության: Եթե դա պատահի, ապա հետազոտողները Ձեր բոլոր փասթաթղթերը կվերադարձնեն Ձեզ:

Կոնտակտներ հարցերի առկայության դեպքում

Եթե ունեք հետազոտությանը առնչվող հարցեր, խնդիրներ, ապա կապ հաստատեք Փեյջ Վիերկոյի հետ փոստի միջոցով paige.wierikko@mail.sit.edu

Որպես հետազոտող մասնակից՝ Ձեր իրավունքներին առնչվող հարցերով դիմեք Քարեն Բլանշարդին Karen.blanchard@sit.edu

Խաղաղության կորպուսի և Փեյջ Վիերկոյի հետազոտությանը վերաբերող հարցերով դիմեք համայնքի և երիտասարդների զարգացման ծրագրի ղեկավար Ստեփան Շոյանին SShoyan@peacecorps.gov

Համաձայնագրի թեման
(կամ իրավաբանական ներկայացուցիչ)

ամսաթիվ -----

Կազմակերպության անուն
Ու տեղը օգտագործելու թույլտվություն

ամսաթիվ -----

Խաղաղության կորպուսի կամավորի
Ստորագրությունը

ամսաթիվ -----

Appendix B1-English

NGO Survey

Name of Organization: _____ Region/City: _____

Name(s) of Participant(s): _____

Position(s): _____

Email: _____ Phone: _____

NGO Website: _____ Last updated: _____

- 1) How many paid staff? _____
- 2) How many volunteers (if applicable)? _____
- 3) ¹How many memberships (if applicable)? _____
- 4) How many board of directors (if applicable)? _____
- 5) ²How many beneficiaries from 2015 (if applicable)? _____ Total
 14 and below _____ 15-24 _____ 25 and above _____
- 6) Who are your main *groups* of beneficiaries and do you believe your NGO reaches its target beneficiaries? Yes/No (circle)

- 7) What sources constitute NGOs funding in 2015? Please specify the percent contribution to the annual budget from each source (i.e., 15% Foreign Governments)
 _____ % Armenian (National) Government
 _____ % Local Government
 _____ % International Organizations (USAID, World Bank, UNDP, World Vision, UNICEF, IMF, etc.)
 _____ % Foreign Governments (British Government, etc.)
 _____ % Private Donations
 _____ % Membership Fees
 _____ % Income from Entrepreneurial Activities
 _____ % Fundraising
 _____ % Other, Please Specify _____
- 8) How many funded projects did you carry out in 2015? _____
- 9) How many unfunded projects (voluntary activities) did you carry out in 2015? _____
- 10) Does your NGO function as a

- ☐ Public Organization ☐ Branch of an international organization (please specify) _____
☐ Foundation ☐ Other (please specify) _____

11) ³Please classify your organization type

- ☐ Charitable orientation ☐ Participatory orientation
☐ Service orientation ☐ Empowering orientation

12) Please check all fields that apply to your organization's activity

- ☐ Youth Issues ☐ Women's Rights/Issues ☐ Community Development
☐ Environmental ☐ Public Policy ☐ Children & Family Issues
☐ Human Rights ☐ Humanitarian Assistance ☐ Economic Development
☐ Ecology ☐ Health & Medical Issues ☐ Education
☐ Art & Culture ☐ Science & Technology ☐ Agriculture
☐ Mass Media ☐ International Relations ☐ National Minorities
☐ Refugees ☐ Sports & Hobbies
☐ People with disabilities (persons with a developmental or physical disability)
☐ Other (Please Specify): _____

13) Please indicate methods you use to accomplish your activities and meet your mission. Check all that apply.

- ☐ Advocate for legislation and/or policy changes
☐ Avoid politics
☐ Monitor or publicize the activities of elected state officials (i.e., President, Parliament, local government, etc.)
☐ Monitor and/or publicize the actions of other state institutions (i.e., police prosecutor's office, tax service, etc.)
☐ Focus exclusively on your own organization
☐ Reach out to local and national governments
☐ Utilize and/or initiate grassroots movements or participatory democracy
☐ Maintain a hierarchy where CEO/director holds the most power
☐ Have a volunteer recruitment and management process in place
☐ Create meaningful experiences for volunteers and members
☐ Mobilize public for greater social change
☐ Communicate and share your mission, vision, and values
☐ Conduct research in the form of periodical assessments about your NGOs focus area
☐ Research specific and current issues that pertain to your NGO
☐ Develop and promote codes of conduct for adoption as best practices by NGOs, government, business sector, media, and other industries
☐ Compete with other NGOs for money and resources
☐ Educate community by means of press releases, publications, or other media
☐ Provide aid, share knowledge and resources with other NGOs for free
☐ Share credit and leadership with other NGOs
☐ Empower other NGOs
☐ Run numerous programs at one time
☐ Awareness of other NGOs activities and ongoing projects
☐ Adapt and modify business tactics to fit the needs of changing demands
☐ Assess what works and what doesn't and share information across your network
☐ Listen and receive critical feedback from community and board of directors to initiate change

- Build partnerships and networks with other NGOs in Armenia and Globally (List NGO name and location)

-
-
-
-

- 1) _____
- 2) _____

14) When was your organization's last report published? _____

15) How does your NGO ensure transparency of your operations and accountability to your members and supporters?

16) How long has the current CEO, president, or director held his/her position? _____

17) How many CEOs, presidents, or directors has the NGO had in the last 5 years? _____

18) What do you see as your NGOs greatest strengths and how do you exploit these strengths?

Strengths	How to Achieve

19) Most serious external and internal challenges your organization faces (up to three challenges and rank them, 1 being the most serious and 3 being the least).

External	Internal
#1 _____	#1 _____
#2 _____	#2 _____
#3 _____	#3 _____

20) What are their main causes?

External	Internal
#1 _____	#1 _____
#2 _____	#2 _____
#3 _____	#3 _____

21) What specific actions has your organization taken or would take to overcome these challenges (list top three)

- a) _____
- b) _____
- c) _____

22) Does your NGO find cooperation with NGOs useful, if so why or why not? Yes/No

23) Please summarize your mission statement

24) What does your organization's code of conduct include?

25) Where do you see your organization in 5 years?

*Thank you for participating in this survey. We will notify of the results by **September 30th**.*

NOTE

¹*How many memberships:*

Memberships often pertain to the number of individuals or organizations that pay an up-front fee and an on-going amount to fund the NGO. Please only provide the total number of PAID memberships.

²*How many beneficiaries:*

Please indicate the number of individual beneficiaries and exclude groups and/or communities.

³*NGO types by orientation:*

- **Charitable Orientation** often involves a top-down paternalistic effort with little participation by the "beneficiaries". It includes NGOs with activities directed toward meeting the needs of the poor - distribution of food, clothing or medicine; provision of housing, transport, schools etc. Such NGOs may also undertake relief activities during a natural or man-made disaster.
- **Service Orientation** includes NGOs with activities such as the provision of health, family planning or education services in which the program is designed by the NGO and people are expected to participate in its implementation and in receiving the service.
- **Participatory Orientation** is characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labor, etc. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages. Cooperatives often have a participatory orientation.
- **Empowering Orientation** is where the aim is to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives. Sometimes, these groups develop spontaneously around a problem or an issue, at other times outside workers from NGOs play a facilitating role in their development. In any case, there is maximum involvement of the people with NGOs acting as facilitators.

Appendix B2-Armenian NGO Survey

ՀԿ ուսումնասիրություն

Կազմակերպության անունը. _____ մարզ քաղաք. _____

Մասնակիցների անունները _____

Պաշտոն _____

e-mail. _____ Հեռախոս. _____

ՀԿ-ը կայքը. _____ Վերջին թարմացում. _____

- 1) Վճարող աշխատողների թիվը. _____
- 2) Կամավորների քանակը (եթե կա). _____
- 3) Անդամների թիվը (եթե կա). _____
- 4) Հանձնախմբի թիվը (եթե կա). _____
- 5) 2015թ-ից շահառուների թիվը _____ ընդհանուրը
- 14-ից ցածր _____ 15-24 _____ 25-ից բարձր _____

6) Ովքե՞ր են Ձեր գլխավոր շահառու խմբերը և դուք կարծում ե՞ք, որ Ձեր ՀԿ-ն բավարարում է իր շահառուներին այո/ոչ.

7) ՀԿ-ի ֆինանսավորման աղբյուրները 2015 թվականին:

Խնդրեմ ներկայացրեք տարեկան բյուջեի համար յուրաքանչյուր աղբյուրի տոկոսային ներդրումը (օր՝ 15% օտարերկրյա կառավարություններ)

_____ % Հայաստանի կառավարություն

_____ % տեղական կառավարություն

_____ % միջազգային կազմակերպություններ (USAID, World Bank, UNDP, World Vision, UNICEF, IMF, etc.)

_____ % օտարերկրյա կառավարություններ (բրիտանական կառավարություն և այլն (etc.))

_____ % մասնավոր նվիրատվություն

_____ % անդամավճար

_____ % եկամուտ ձեռներեցներից

_____ % բարեգործական նպատակներով միջոցների հայթայթում

_____ % Ուրիշ, խնդրեմ նշեք _____

8) Քանի ֆինանսավորված ծրագրեր եք իրականացրել 2015թ-ին. _____

9) Քանի՞ ոչ-ֆինանսավորված (կավորական գործունեություն) ծրագրեր եք իրականացրել 2015-ին: _____

10) Ձեր ՀԿ-ն համարվո՞ւմ է.

☐ Հասարակական կազմակերպություն
մասնաճյուղ _____

☐ Հիմնադրամ

☐ Միջազգային կազմակերպության

☐ Հնարավորությունների ընձեռում

11) Խնդրեմ դասակարգեք Ձեր կազմակերպությունը

☐ Բարեգործական կողմնորոշում ☐ համագործակցային

☐ Ծառայողական կողմնորոշում ☐ հնարավորությունների ընձեռում

12) Խնդրեմ, նշեք այն բոլոր բնագավառները, որոնց դիմել է Ձեր կազմակերպությունը:

☐ Երիտասարդական ☐ կանանց խնդիրներ ☐ համայնքի զարգացում
խնդիրներ /իրավունքներ

☐ Չրջակա միջավայր ☐ հասարակական ☐ երեխաների և
քաղաքականություն ընտանիքի խնդիրներ

☐ մարդու իրավունք ☐ հումանիտար օգնություն ☐ տնտեսական զարգացում

☐ Էկոլոգիա ☐ առողջական և բժշկական խնդիրներ ☐ կրթություն

☐ արվեստ և մշակույթ ☐ գիտություն և տեխնոլոգիա ☐ գյուղատնտեսություն

☐ լրատվություն ☐ միջազգային ☐ ազգային փոքրամասնություններ
հարաբերություններ

☐ փախստականներ ☐ սպորտ և նախասիրություններ

☐ հաշմանդամներ

☐ այլ (պարզեցրեք): _____

13) Խնդրեմ, նշեք Ձեր բոլոր օգտագործածա մեթոդները, որոնցով իրականացրել եք Ձեր առաքելությունը:

- ☐ Օրենսդրության հասարակական սատարում կամ քաղաքականության փոփոխություններ:
- ☐ Խուսաթում քաղաքականությունից:
- ☐ Ընտրված պետական պաշտոնյաների գործողությունների հետևողականություն (նախագահ, խորհրդարան, տեղական կառավարություն և այլն):
- ☐ Սյլ պետական հիմնարկների գործողությունների վերահսկում, հետևողականություն (ոստիկանություն, դատախազություն, հարկային ծառայություն):
- ☐ Կենտրոնացում սեփական կազմակերպության վրա:
- ☐ Առնչվել տեղական և հանրապետական կառավարությունների հետ:
- ☐ Նախաձեռնել հասարակ ժողովրդի շարժումները և մասնակցության ժողովրդավարությունը:
- ☐ Պահպանել հիերարխիան (ղեկավարող վերնախավ կազմակերպության):
- ☐ Ունենալ կամավորների հմալրման ծրագիր:
- ☐ Ստեղծել բովանդակալից փորձ կամավորների և անդամների համար:
- ☐ Քաջալերել հասարակությանը ավելի զորեղ հասարակական փոփոխությունների համար:
- ☐ Հաղորդակցվել և կիսել Ձեր առաքելությունը, տեսակետը և արժեքները:
- ☐ Կատարել և վերլուծել հետազոտությունը ՀԿ-ին հետաքրքրող ոլորտներում:
- ☐ Հետազոտել խնդիրները, որոնք ազդեցություն են ունենում Ձեր ՀԿ-ի վրա:
- ☐ Զարգացնել և գովազդել կատարման օրենսգիրքը ընդունելու համար ՀԿ-ների, կառավարության, բիզնեսի, լրատվության և այլ արդյունաբերությունների լավագույն փորձերը:
- ☐ Մրցակցել այլ ՀԿ-ների հետ՝ փողի և այլ ռեսուրսների համար:
- ☐ Կրթել համայնքին լրատվության, թերթերի և այլ լրատվական միջոցների օգնությամբ:
- ☐ Անվճար տրամադրել օգնություն, տեղեկատվություն և ռեսուրսներ:
- ☐ Ըստ արժանվույն գնահատել համագործակցող ՀԿ-ներին:
- ☐ Սատարել այլ ՀԿ-ներին:
- ☐ Միաժամանակ իրականացնել բազմաթիվ ծրագրեր:
- ☐ Իրազեկ լինել մյուս ՀԿ-ների գործողություններից և ընթացիկ ծրագրերից:
- ☐ Մշակել բիզնեսի ստրատեգիա բավարարելու պահանջները:
- ☐ Գնահատել թե ինչն է գործում և ինչը ոչ և հրապարակել տեղեկատվությունը համացանցով:
- ☐ Լսել և ընդունել քննադատական անդրադարձը համայնքից և ղեկավարներից նախաձեռնելու փոփոխություններ
- ☐ Կիսվել առաջնորդության փորձով ՀԿ-ում:
- ☐ Ունենալ նոր տնօրենի ընդունման կարգ:
- ☐ Նվիրված հանձնախմբի անդամներ բազմաթիվ հմտություններով, հեռանկարներով և հասարակական կայքերով:
- ☐ Հանձնախմբի ղեկավարները կառավարում և ազդում են ՀԿ-ների գործողությունների վրա
- ☐ Գտնել գործընկերներ և կապեր Հայաստանում և Հայաստանից դուրս ՀԿ-ների հետ (գրել ՀԿ-ների անունները և վայրը)

○ Գտնել բիզնեսի գործընկերներ Հայաստանում և նրանից դուրս

○ Զարգացնել վաստակած եկամտի գործունեությունը (եթե առկա է, նշել 2 գլխավոր աղբյուրները)

1)

2)

14) Ե՞րբ է վերջին անգամ Ձեր կազմակերպության հաշվետվությունը հրապարակվել:

15) Ինչպե՞ս է Ձեր ՀԿ-ն ներկայացնում իր գործունեության թափանցիկություն և պատասխանատվությունը իր անդամներին և աջակցողներին:

16) Ինչքա՞ն ժամանակ է պաշտոնավորում Ձեր տնօրենը:

17) Վերջին 5 տարիներին քանի՞ տնօրեն է ունեցել Ձեր ՀԿ-ն:

18) Ներկայացրեք Ձեր ՀԿ-ի ուժեղ կողմերը և դրանց հասնելու ձևերը (միջոցները):

Ուժեղ կողմեր	հասնելու ուղիներ

19) Ձեր կազմակերպության ամենալուրջ սրտաքին և ներքին խնդիրները (նշեք երեքը՝ դասակարգելով դրանք. 1 ամենալուրջը).

Արտաքին

Ներքին

#1

#1

#2

#2

#3

#3

20) Դրանց հիմնական պատճառները:

Արտաքին

Ներքին

#1 _____

#1 _____

#2 _____

#2 _____

#3 _____

#3 _____

21) Նշեք ամենաքիչը 3 լուծում այդ խնդիրների, որոնք Ձեր կազմակերպությունը ձեռնարկել է կամ պատրաստվում է անել:

d) _____

e) _____

f) _____

22) Համարում է Ձեր ՀԿ-ն համագործակցությունը մյուս ՀԿ-ների հետ արդյունավետ, եթե այդպես է ինչո՞ւ/ինչո՞ւ ոչ: Այո/Ոչ

23) Ամփոփեք Ձեր առաքելության նպատակը:

24) Որոնք են Ձեր առաքելության նպատակը:

25) Ինչպիսի՞ն էք տեսնում Ձեր կազմակերպությունը 5 տարի հետո:

Շնորհակալություն մասնակցության համար

Արդյունքները հայտնի կլինեն մինչև սեպտեմբերի 30-ը:

Appendix C

Interview Questions
Community Member #

- 1) Do you live in _____? YES/NO
- 2) Age:
- ☐ 18-24 ☐ 25-29 ☐ 30-34 ☐ 35-39 ☐ 40-44 ☐ 45-49 ☐ 50+
- 3) M/F
- 4) Marital Status
- ☐ Single
☐ Married
☐ Divorced
- 5) Children.....YES/NO Grandchildren.....YES/NO
- a. How many? _____
- b. Ages: _____
- c. Sex: _____
- 6) Do they live here?

- 7) Do you know _____ NGO? YES/NO
- 8) Where are they located? _____/ IDK
- 9) What do they do? _____/ IDK